Evidence and policy into Practice:

happier@work?

Promoting Workplace Mental Health and Well-being
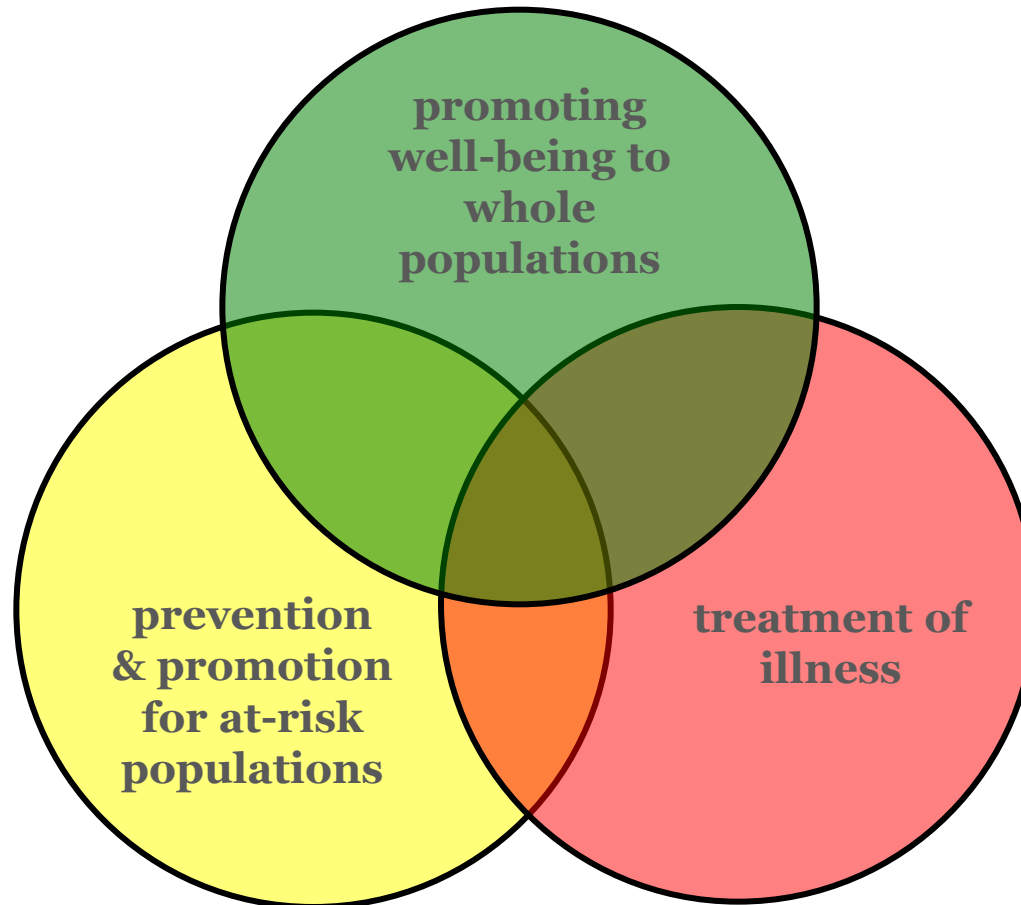
Tony Coggins
Head of Mental Health Promotion

Outline

- What is well-being and happiness?

- Is it important?

- Can we learn to be happier?

- Application in the workplace: Happier@work

"Everything we do is to improve the experience of people using our services and to promote mental health and well-being for all"

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Mental Health Promotion

promoting well-being to whole populations

prevention & promotion for at-risk populations

treatment of illness

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Mental well-being is…

"…a dynamic state in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others and contribute to their community. It is enhances when an individual is able to fulfil their personal and social goals and achieve a sense of purpose in society."

Foresight Report (2008)
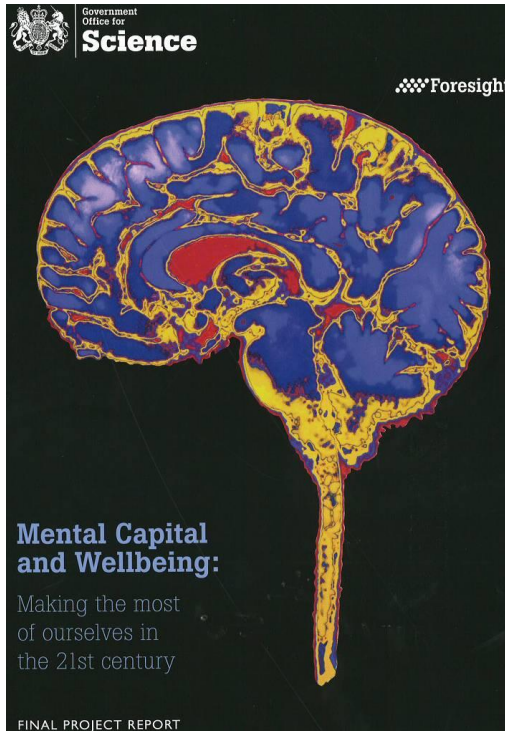
To work in Partnership to promote mental well-being

- Influencing for mental well-being
- Building capacity and understanding
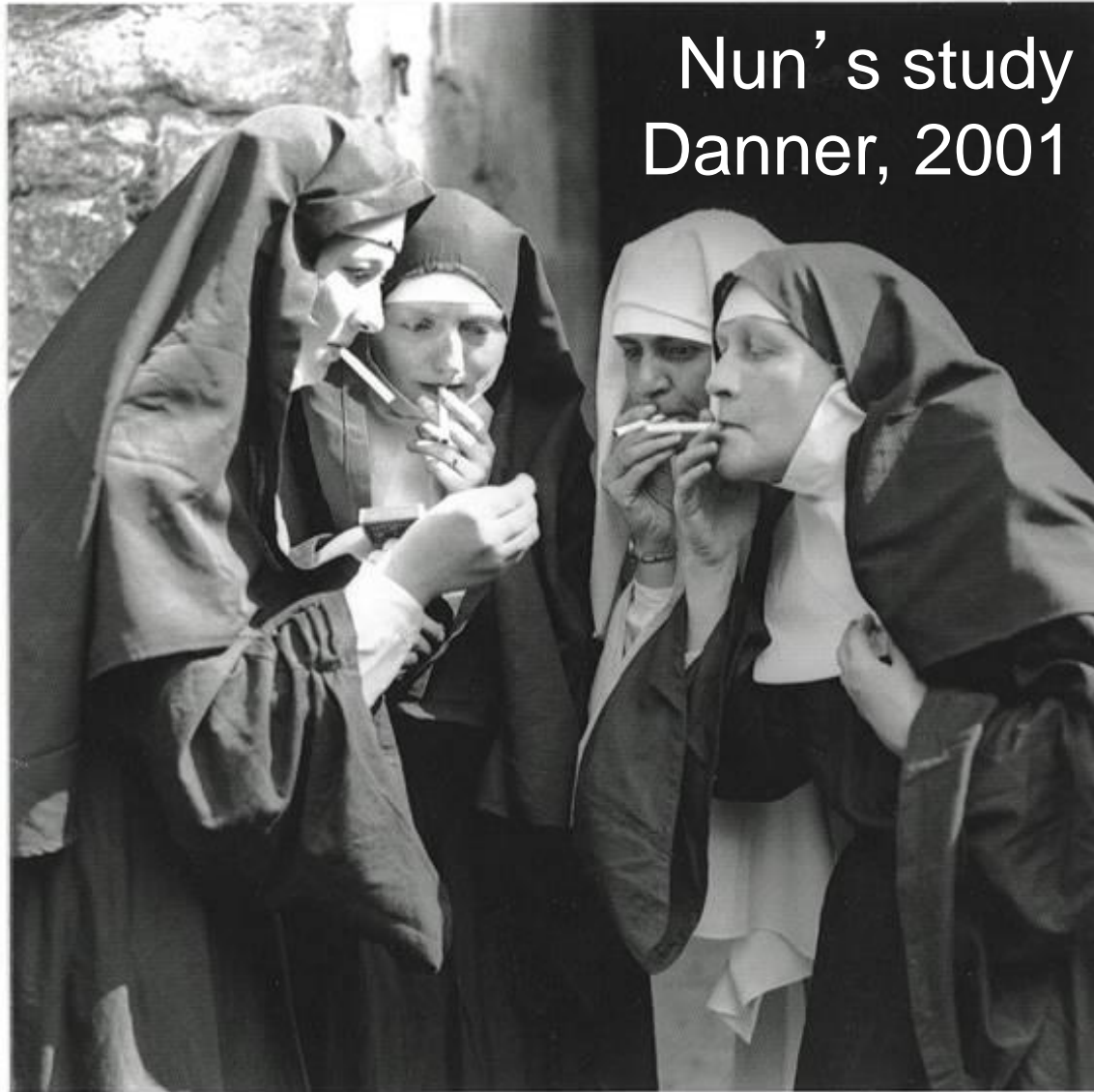- Testing new approaches and sharing learning

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Happy?

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Happy Now!

Or is this happiness?

Why bother?

Nun's study
Danner, 2001

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1 Cecilia O'Payne, 1932

"God started my life off well by bestowing upon me grace of inestimable value...The past year which I spent as a candidate studying at Notre Dame has been a very happy one. Now I look forward with eager joy to receiving the Holy Habit of Our Lady and to a life of union with Love Divine."
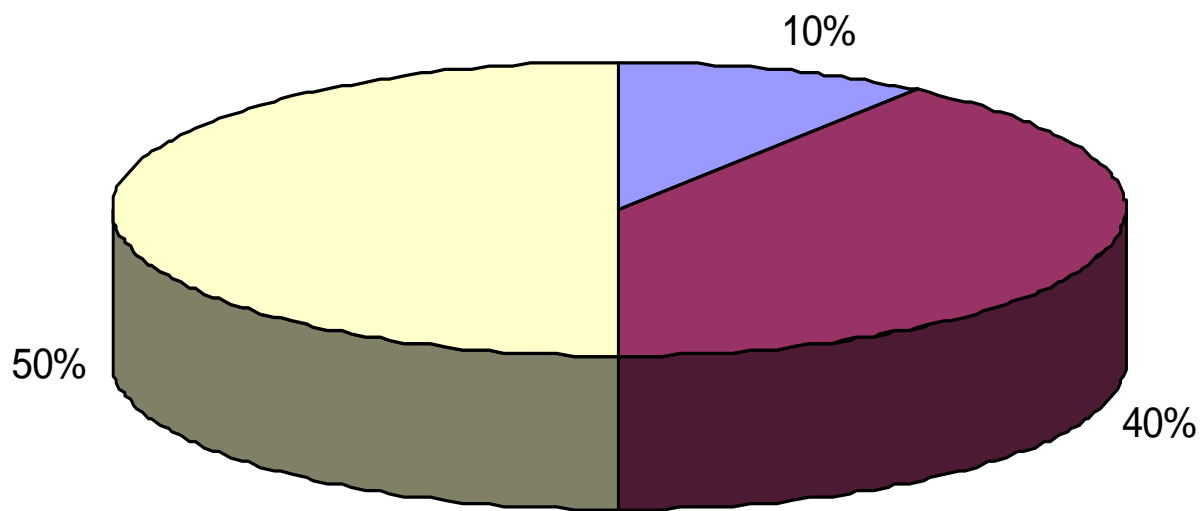
2 Marguerite Donelly, 1932

"I was born on September 26,1909, the eldest of seven children, five girls and two boys...My candidate year was spent in the mother-house, teaching chemistry and second year Latin at Notre Dame Institute. With God's grace, I intend to do my best for our Order, for the spread of religion and for my personal sanctification."
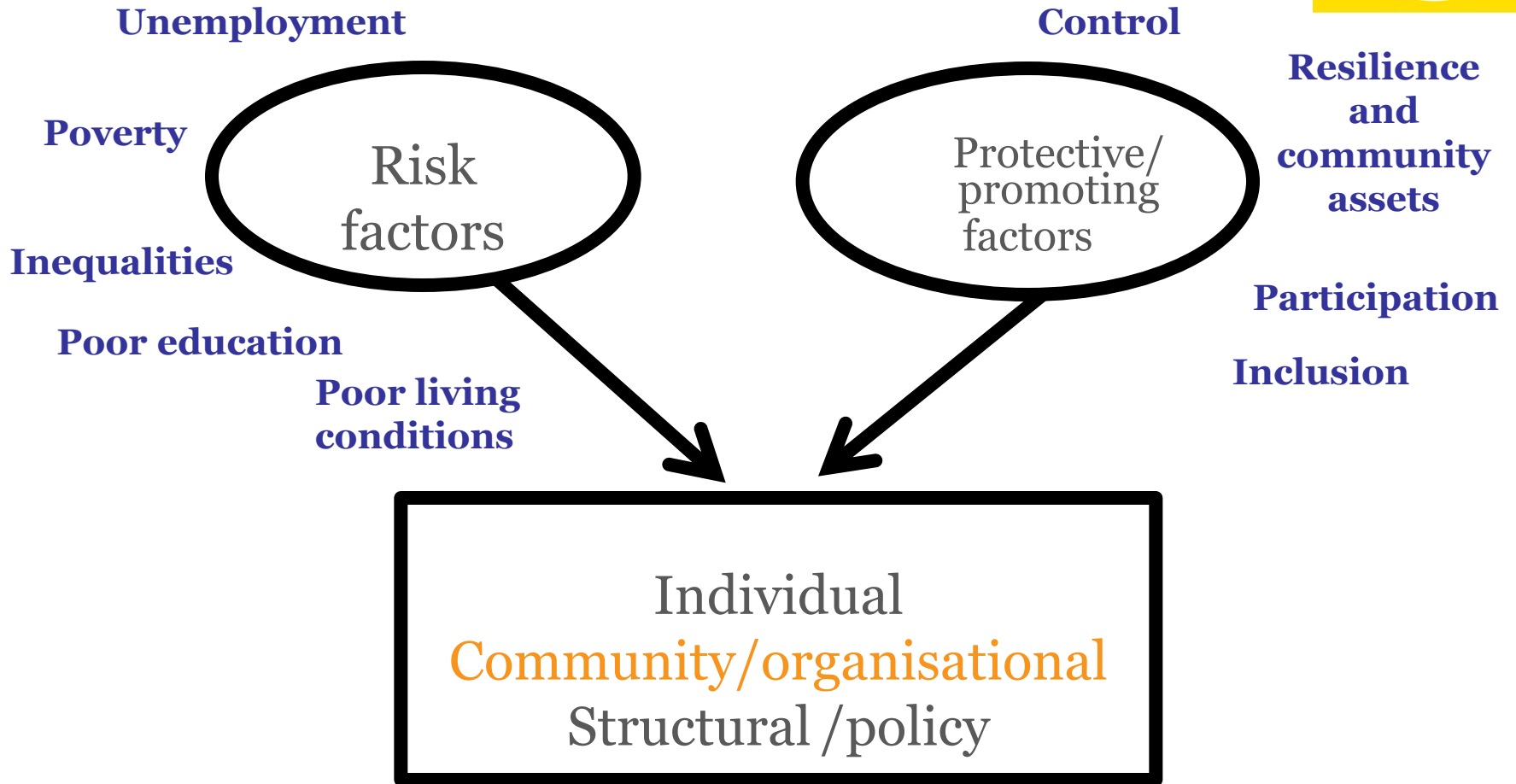
The Hotel Study
Sheldon & Lopez

Can we learn to be happier?

10%

40%

50%

Mental Health Promotion

Unemployment

Control

Poverty

Resilience and community assets

Risk factors

Protective/ promoting factors

Inequalities

Participation

Poor education

Inclusion

Poor living conditions

Individual
Community/organisational
Structural /policy

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Workplace Mental Health

Cost of mental illness in the workplace:

- Absenteeism   - £8.4 billion
- Presenteeism   - £15.1 billion
  (Sainsbury's Centre 2002)

Flourishing workplaces:

- Improve productivity and performance
- Reduction in sickness absence
- Increased staff retention
  (NICE Guidelines on Promoting Mental Well-being at Work, 2009)

- Each £ spent on a multi-component intervention to promote mental well-being at work results in £9.7 saving/year from lower absenteeism & improved productivity (Knapp et al, 2011)

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happier@work pilot: aims

- Increase staff well-being

- Reduce staff stress

- Increase productivity

- Reduce sickness absence

- Increase recognition of mental health problems and access to support

In 12 months!

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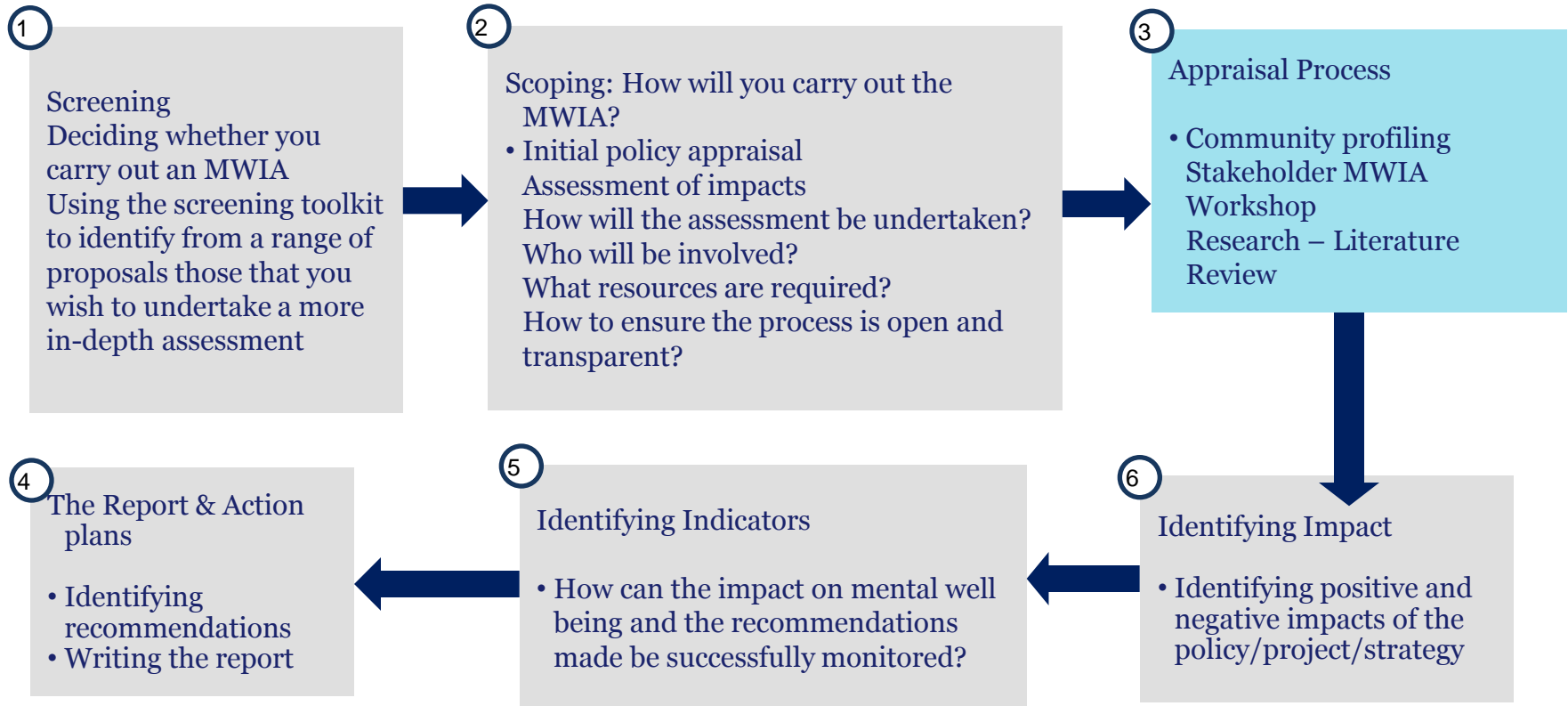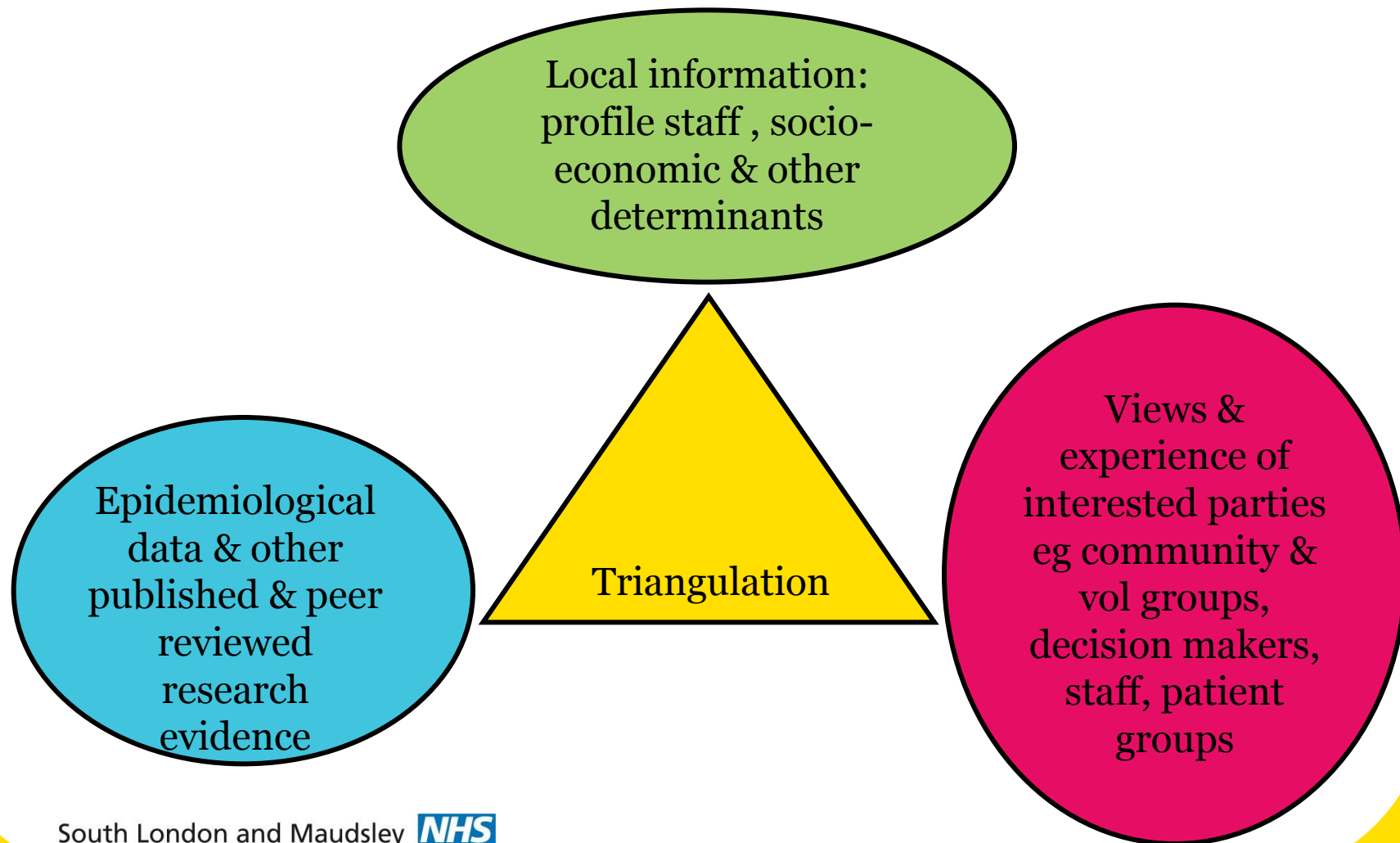NHS Foundation Trust

Double Diamond Design Process
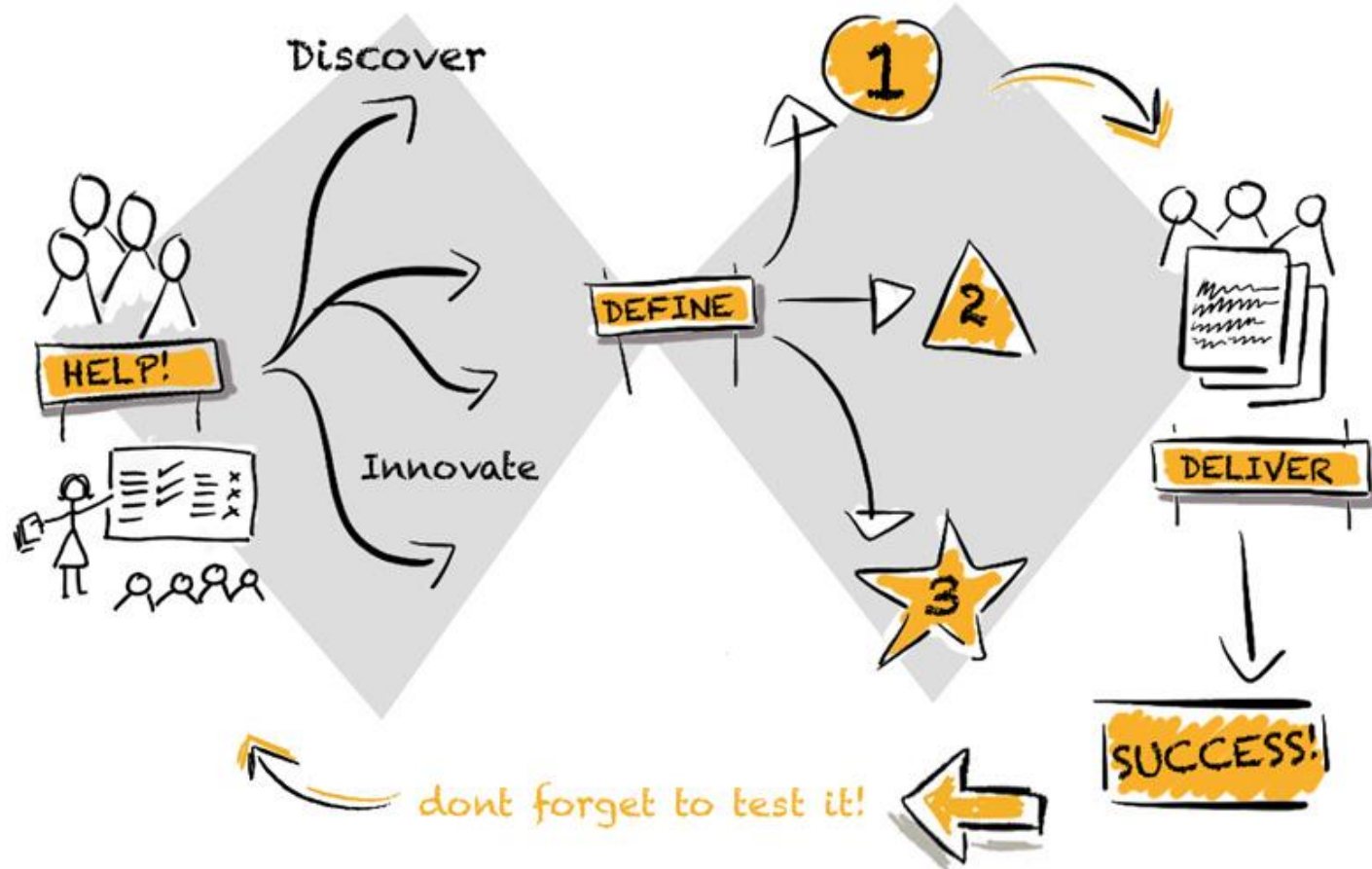
Discover: Engagement

- 2 in-patient wards
- Corporate services
- Health Visitors
- Gynaecology
- Sexual Health Services
- Community Mental Health Teams

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Discover: understanding
The MWIA and job shadowing

1 Screening
Deciding whether you carry out an MWIA
Using the screening toolkit to identify from a range of proposals those that you wish to undertake a more in-depth assessment

2 Scoping: How will you carry out the MWIA?
• Initial policy appraisal
Assessment of impacts
How will the assessment be undertaken?
Who will be involved?
What resources are required?
How to ensure the process is open and transparent?

3 Appraisal Process

• Community profiling
Stakeholder MWIA Workshop
Research – Literature Review

6 Identifying Impact

• Identifying positive and negative impacts of the policy/project/strategy

5 Identifying Indicators

• How can the impact on mental well being and the recommendations made be successfully monitored?

4 The Report & Action plans

• Identifying recommendations
• Writing the report

Discover: Collecting, analysing & interpreting information

Local information: profile staff , socio-economic & other determinants

Epidemiological data & other published & peer reviewed research evidence

Triangulation

Views & experience of interested parties eg community & vol groups, decision makers, staff, patient groups

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Discover:
What's impacting on staff well-being?

- **Sense of Control over workload:**
  - Volume/complexity
  - Equity of resources
  - Impact of processes

- **Resilience:**
  - Work-life balance
  - Time for reflection
  - Peer support
  - Line management

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Discover

- **Participation & Inclusion:**

  - Reward & recognition
  - Senior management
  - Measuring the right things

- **Environment:**
  - Not valuing staff
  - Limiting performance
  - Feelings of safety and control
  - Reinforces status differences

- **Discrimination, inequity & unfairness**

Design
Individual Level
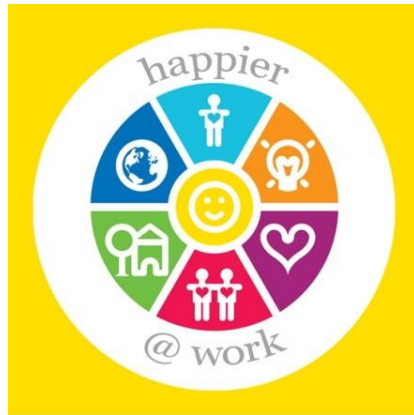
Prevention
Stress Awareness:
6 x 3 hours

Promotion:
Mindfulness:
7 courses 8 x 2.5
hour sessions

Education:
Leading light seminars:
2 x 90 minutes

Design: Team Level

Promotion
Team action plans outlining:

Issues identified
What will help
Actions that will be taken

Promotion
Creating space for well-being:

Access to an expert on space and well-being plus a budget for minor alterations

Early Intervention
Mental Health Awareness for line managers:
8 x 1 day

Design: Organisational level
Feedback & influence

HR & org dev:
Building on assets, line managers, peer support, values base, reward & recognition

Occ Health:
Linking with HR & managers
How to make emotional support a default?

Education & Training:
Influencing staff
Training plans

Estates:
Engagement & learning
Creating space for well-being

Deliver: Promotion
A coordinated programme

Evaluating the programme

- Individual intervention evaluations
- Staff health pre and post well-being survey
- Process evaluation

Interventions

Stress awareness:

63% increase in confidence

69% increase in knowledge

96% approval rating

68% better able to manage stress 5-8 months later

Mindfulness:

66% more mindful

74% more choices in dealing with stress

57% kinder to themselves 3-6 months later

Mental Health Awareness for line managers:

56% increase in confidence

55% increase in knowledge

98% approval rating

74% better able to support their team 6-9 months later

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LSBU Evaluation:
Employee health & well-being survey

- Response rate issues: a health warning!

Baseline: 183 (52%), Post-intervention survey : 71 (20%)

- Well-being

Baseline: 60% lower than average well-being decreased to 53%

- Psychological health

Baseline: 35% threshold for minor psychiatric disorder decreased to 16%

- Sickness absence

Reduction in time taken off in last 2 weeks but no significant difference

- Productivity (burnout)

Baseline: 21.8% average time limited performance reduced to 14.7%

- Employee satisfaction

15% increase in those who would recommend their trust as a place to work

LSBU Evaluation:

"despite the methodological difficulties of this evaluation, the results would suggest that well-designed employee well-being interventions that are integrated into the workplace could help increase the well-being of employees…"

Reflections

Relevance & fit:

- The discovery phase is important: survey, assessment & job shadowing

- Designing the programme of interventions based on your staff needs

Reputation and Trust

- Investment in engagement and discovery stage

- Opt in

- Not HR or OH?

Personalisation:

- Based on discovery phase

- Tailored, range of interventions, times and locations

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Reflections

Programme identity:

- Consistent Branding

- Briefing papers

- Staff focus not organisational need

- Cross promoting interventions

Collaboration and consistency:

- Collaboration between providers of interventions

- Consistency of involvement for key personnel from discovery to delivery

Reflections

Strong and consistent regular feedback loops

- To the senior level board

- Between team members
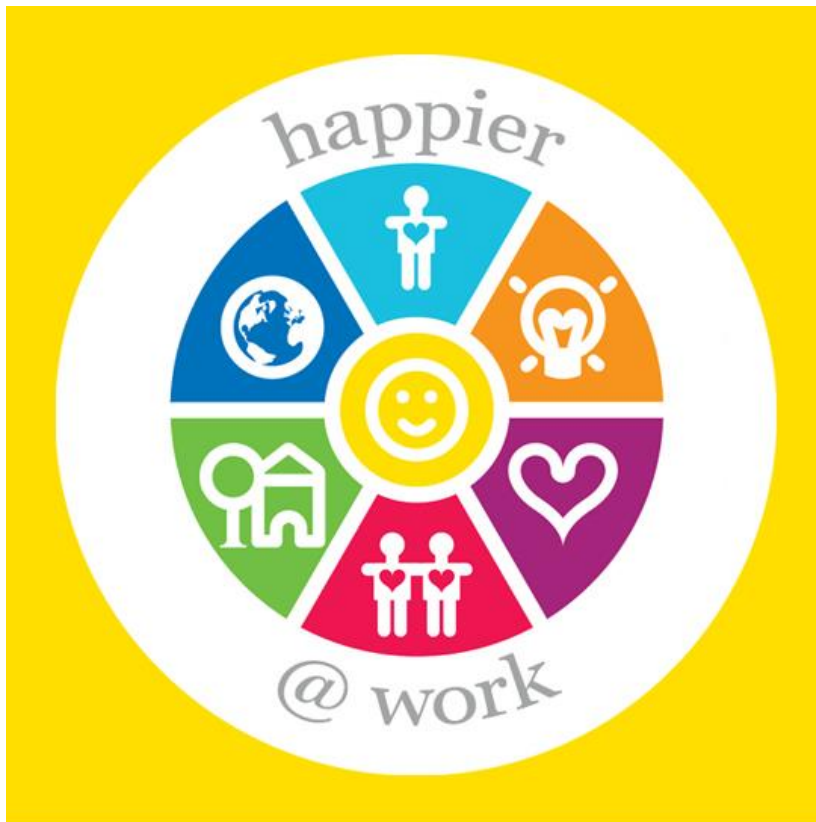
Evaluating effectiveness

- Length of survey – low uptake

- Team level information n staff well-being

- Timely information

- Link with patient experience

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Mainstreaming

- Continuation funding from King's Health Partners (KHP)
- HR trained in Mental Well-being Impact Assessment
- Influencing workforce strategies
- Occupational Health Emotional Resilience Group set up for KHP
- Education & training have commissioned some interventions as part of CPD
- Estates & Facilities engaged in Creating Spaces Project
- New Programme Kent County Council

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Any questions or comments?

tony.coggins@slam.nhs.uk
www.maudsleyinternational.com

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